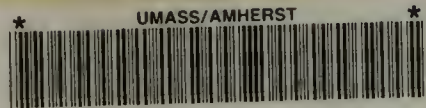


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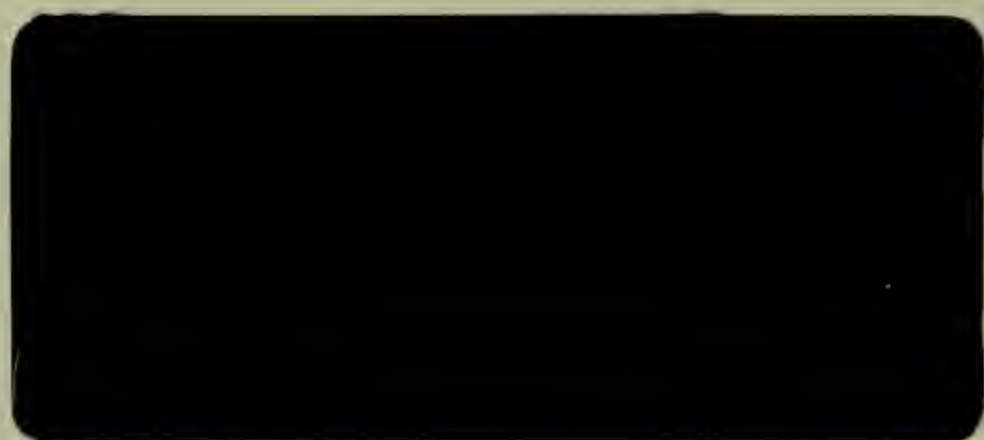
MANAGEMENT REVIEW:
SPRINGFIELD
TECHNICAL COMMUNITY COLLEGE

PAB 3-6-78



Committee on Post Audit and Oversight
Legislative
Post Audit and Oversight Bureau

788/111



MANAGEMENT REVIEW:
SPRINGFIELD
TECHNICAL COMMUNITY COLLEGE

PAB 3-6-78

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TABLE OF CONTENTS

	<u>Page</u>
SUMMARY AND CONCLUSION	S-1
FOREWORD	iii
INTRODUCTION	v
 I <u>COLLEGE ADMINISTRATION</u>	
A) Administrative Practices of the President . . .	1
B) Departmental Organization and Functions . . .	2
 II <u>FISCAL ADMINISTRATION</u>	
A) Business Office Organization	3
B) Purchasing Policies and Bidding Procedures . . .	4
C) Use of All College Purpose Trust Fund	4
D) Inventory Control System	7
E) Overpayments to Faculty	8
F) Excessive Unpaid Bills	9
G) Veterans' Administration Report Fees	10
H) Computer Purchase	12
 III <u>CONTINUING EDUCATION</u>	15
 IV <u>FEDERAL GRANTS ADMINISTRATION</u>	
A) Title VI A Grant	18
B) Diversion of Federal Grant Monies Through Continuing Education	19
C) Special Services for Disadvantaged Students and Veterans Cost of Instruction	19
 APPENDICES	21
 AGENCY RESPONSE	27

SUMMARY
AND
CONCLUSION

As a result of our program review of the management practices at Springfield Technical Community College together with the testimony of the President, we have concluded that certain management deficiencies exist at this College. These include lack of centralized accounting procedures in the business office, purchasing and bidding practices in violation of MBRCC policy, use of the All College Purpose Trust Fund for interest free loans to other than new employees in violation of MBRCC policy, failure to maintain an adequate inventory control system, no cost accounting for the Continuing Education Program, failure to deposit Veterans' Administration Report fees in the General Fund of the Commonwealth and inadequate procedures for grants administration. Both the College and the MBRCC share responsibility for these deficiencies.

Since our review, certain changes which we have suggested have been initiated at the College at the direction of the President. These include new procedures for purchasing and bidding, grants administration, accounting and inventory control. Others we have brought to the attention of the MBRCC including its monitoring of the loan activity in the All College Purpose Trust Fund, its review of inventory control, a cost accounting system for Continuing Education and a definitive policy for the use of the Veterans' Administration Report Fees.

In July 1976, we made recommendations to the MBRCC for all

these matters, with the exception of the Veterans' Administration Report Fees. Since that time directives have been issued by the MBRCC allowing interest free loans to new employees. There is a current MBRCC review of inventory control at each of the colleges. New standardized accounting procedures have been recommended to the MBRCC by the Comptroller together with a directive for the use of Veterans' Administration Report Fees. A cost accounting system for Continued Education promised by the MBRCC in 1976 does not exist. These results of our findings at Springfield Technical Community College clearly emphasize the need for the MBRCC to insure compliance with its own directives and regulations.

We are hopeful that policy direction and assistance from the MBRCC will result in more effective and uniform management practices at each community college in the system.

FOREWORD

The Legislative Post Audit and Oversight Bureau was established by Chapter 1008 of the Acts of 1971 as amended by Chapter 243 of the Acts of 1972. Its purpose is to conduct, under the direction of the Joint Legislative Committee on Post Audit and Oversight of the Massachusetts General Court, a legislative auditing program with special emphasis on performance auditing.

For purposes of the work of the Bureau, the term "performance auditing" is defined as a program conducted to appraise or evaluate the efficiency of operations, the effectiveness of programs and the faithfulness of administrative compliance with the intent of legislation and administrative regulations affecting a specific agency of the Commonwealth.

This audit was undertaken to review several allegations of administrative mismanagement at Springfield Technical Community College (STCC) brought to the attention of the Committee by a number of concerned employees at STCC.

This report presents our findings resulting from this review.

Since our review, both the President of the College and the Massachusetts Board of Regional Community (MBRCC) have developed procedures to remedy certain management deficiencies detailed in this report. While we commend them for implementing some systems improvements, there remain serious management deficiencies, particularly the failure to introduce a cost accounting system for the

FOREWORD (cont.)

Continuing Education Program.

Further, as a result of our findings with respect to questionable expenditures from the President's Discretionary Fund at Quinsigamond Community College and the All College Purpose Trust Fund at Springfield Technical Community College, we are presently conducting a review of the use of the All College Purpose Trust Fund at each of the community colleges and their compliance with MBRCC regulations.

This audit was under the direction of Mr. Michael DelVecchio, assisted by Mr. Frederick H. Brigham and Mr. Robert Brigham.

We wish to thank Dr. Robert Geitz, President of the College and his staff for their assistance throughout this review. We are also grateful to Dr. Jules Pagano, President of the MBRCC and his staff for their continued cooperation.

Richard F. Tobin, Jr.
Acting Director

INTRODUCTION

The Legislative Committee on Post Audit and Oversight established a Subcommittee to investigate certain management practices at Springfield Technical Community College (STCC) and to inquire into certain allegations of mismanagement on the part of the President of the College. A three month review of these allegations was undertaken by the Post Audit Bureau to determine the validity and extent of these allegations.

In order to finalize this investigation, the Subcommittee held a hearing on December 19, 1977, at the College. Testimony was taken from the President of the College, Robert C. Geitz. Joseph A. Furnari, Legal Counsel for the Massachusetts Board of Regional Community Colleges (MBRCC) attended. The hearing was presided over by the Subcommittee Chairman, Representative Rudy Chmura. The other members of the Subcommittee were Representative Anthony P. McBride and Representative Theodore J. Trudeau. The Inquiry was conducted by the Post Audit Bureau staff and members of the Subcommittee. This report will be segregated into four major areas:

- I College Administration
- II Fiscal Management
- III Continuing Education
- IV Grants Administration

Each area will contain our review of allegations made by a number of concerned employees at STCC together with our findings and analysis where necessary.

I. COLLEGE ADMINISTRATION

Questions and allegations in this area concerned the administrative practices of the President including his delegation of authority to administrative personnel.

A) Administrative Practices of the President

Allegation: The College has suffered an excessive loss of qualified personnel because of the actions of the President.

Findings:

- 1) The official records of the College present no evidence that qualified personnel resigned because of the actions of the President. (See Appendix A)
- 2) Official records for non-reappointment either give no reason or cite fiscal and enrollment restrictions as justification for action taken. (See Appendix A)
- 3) The attrition rate at STCC is not excessive in comparison with other community colleges. (See Appendix B)

Other allegations in this area concerned unrelated or restricted duties of key personnel and the President's failure to delegate responsibilities. In the first matter, the President gave assignments to an administrator which were never completed to his satisfaction. Therefore, he restricted additional assignments for that individual. In the second matter, there is no evidence of mismanagement in the President's delegation of responsibilities.

B) Departmental Organization and Functions

Allegation: Organizational and functional discrepancies exist under the current administration.

Finding:

- 1) PAB agrees with the major organization and functional discrepancies that were noted in the Evaluation Report of the Visiting Team of the New England Association of Schools and Colleges, an independent consultant's report prepared for the President and the MBRCC Management Task Force Report. Among the major organizational and functional discrepancies were an excessive number of people reporting to the President, lack of a systematic committee structure, unclear lines of responsibility in student services, lack of centralized control and duplication of effort in Business Office operations. Their recommendations have been or are being acted upon by Dr. Geitz. PAB recognizes that although these major discrepancies do exist, graduates continue to obtain jobs and perform well on these jobs. (See Appendix C)

II. FISCAL ADMINISTRATION

The fiscal administration of the College is the direct responsibility of the Dean of Administration under the supervision of the President.

This area was the subject of several allegations made to the Committee on Post Audit and Oversight. These allegations were reviewed and they are as follows:

A) Business Office Organization

Allegation: The Business Office operations at the College are fragmented.

Finding:

1) Accounting records are maintained by several individuals with no central reporting requirement and are located in separate areas.

Analysis:

The finding indicates that the Business Office operations at STCC are indeed fragmented. Moreover, as a result of a MBRCC Management Task Force review and an evaluation of Business Office practices conducted by Alexander Grant, Certified Public Accountants, recommendations for consolidation of operations have been made to the MBRCC. The Task Force recommendations have resulted in a new standardized accounting system for all community colleges which was developed and issued by the Comptroller of the Commonwealth. These changes were initiated as of December 29, 1977 and a representative of the Comptroller's Office is working

with each community college in implementing this system.

B) Purchasing Policies and Bidding Procedures

Allegation: The Law of the Commonwealth and the Regulations of the MBRCC with respect to competitive bidding have been violated in that no competitive bids have been sought in over a year.

Findings:

- 1) Purchases over \$500 have been made without being put out to bid which is a violation of MBRCC policy.
- 2) Invoices for purchases over \$500 have been "split" to avoid the required bidding procedures.
- 3) The Purchasing Agent stated to PAB staff that split invoices were submitted to the Comptroller for pre-audit on different dates in order to obtain approval for payment.
- 4) Limited use is made of the State Purchasing Agent's Division. Section 12-13 of the MBRCC Policy Handbook requires that the State Purchasing Bureau be utilized whenever it would be to the advantage of the institution. An analysis of the invoices for Fiscal Year 1977 indicates total purchases through the State Purchasing Agent's Division amounted to only \$788.83 out of a total expenditure for supplies of \$6,211.18.

C) Use of All College Purpose Trust Fund

Allegation: Expenditures have been made from the All College Purpose Trust Fund which are not consistent with the purpose

of the fund, i.e., for the general betterment of the college.

Findings:

- 1) Expenditures have been made from the All College Purpose Trust Fund which are not consistent with the purpose of the fund, i.e., for the general betterment of the college. Such expenditures included monies for a testimonial in honor of an administrator of the college, a safe deposit box rental at the First National Bank in Suffield, Connecticut and gifts to administrators at the Massachusetts Maritime Academy for their assistance with a surplus boat that the college had obtained from the United States Coast Guard.
- 2) Numerous expenditures were made from the All College Purpose Trust Fund and the former President's Discretionary Fund during F.Y. 1976 and F.Y. 1977 that would ordinarily be purchased from state maintenance accounts i.e.: office supplies, equipment, postage, travel, etc.
- 3) Special loans and salary advances were still being made from the All College Purpose Trust Fund during F.Y. 1977 despite the statement on April 1, 1977 by the Acting President of the MBRCC that this practice had been "eliminated". A review of expenditures for a four month period from April 1, indicated that a total of \$15,579.09 has been expended from this account for such loans and special advances.
- 4) Expenditures of \$1,690.44 have been made from the All College

Purpose Trust Fund in connection with a surplus U.S. Coast Guard boat which was acquired by STCC in September, 1975, to be used in conjunction with certain academic programs and has not been utilized by the College for the program as of September, 1977.

Analysis:

The questions raised in the findings listed above relate to the guidelines established by the MBRCC on July 21, 1976, with respect to the All College Purpose Trust Fund. The President's Discretionary Fund was discontinued as the result of the Post Audit investigation of Quinsigamond Community College in 1976 and the All College Purpose Trust Fund was established in its place. In terms of use of the monies there is no essential difference between this trust and the President's Discretionary Fund.

The PAB examination of expenditures indicated that MBRCC policy has not been followed especially in the area of loans. Regular advances have been made to employees other than new employees in violation of the directive from the MBRCC (May 24, 1976) in which it was stated that "low or interest free loans to employees should not from this time out be permitted from any funds." Exceptions were allowed for new employees to receive up to 80% of their salary when there was a delay in processing payment. In addition, PAB had recommended accountability for all expenditures for the All College Purpose Trust Fund but despite

the MBRCC directive and semi-annual reporting requirement, loan activity at STCC was not reflected. Thus, failure of the MBRCC to monitor compliance with its own directives with respect to expenditures including loans has allowed Springfield Technical Community College to utilize the fund for loans not permitted by MBRCC guidelines and for expenditures which are not to the betterment of the College.

As a result of the PAB hearing, these matters were brought to the attention of the MBRCC. As of March 1, 1978, Dr. Pagano, President of the MBRCC has stated that all loans from these funds are "restricted to those new employees who, through no fault of their own, did not receive their initial payment after being employed for two weeks."

D) Inventory Control System

Allegation: The President had failed to require a compilation of an inventory of equipment as required by the State Comptroller and directed by the MBRCC.

Findings:

- 1) As of July 11, 1977, the inventory record system was incomplete and a physical count of furnishings and equipment had not been done in several years.
- 2) The College started a complete physical inventory in May, 1977, and supplied PAB staff with an updated inventory record dated September 15, 1977. A random sampling of items on the updated inventory proved this record to be inaccurate. Errors

were noted for the following reasons:

- a) item traded-in remains listed on inventory
- b) incorrect college tag number
- c) equipment not found at location designated
- d) location of equipment not indicated
- e) serial number not recorded on inventory record
- f) no college inventory tag on equipment

3) The Dean of Administration indicated that a separate listing is maintained for all items purchased through the Bureau of Building Construction (BBC) Account. Items were found in the regular College inventory which were purchased through the BBC account.

E) Overpayments to Faculty

Allegation: Fifteen individuals had been given raises between 1975 and 1976 resulting in overpayments in varying amounts from \$91.00 to over \$4,500.00.

Finding:

1) The payroll control cards for each of the fifteen people were analyzed and none were found to be in excess of the individual's total annual salary.

Analysis:

This issue is the result of two conflicting methods of calculating an individual's salary, one based on a 32 week period, the other on a 52 week period.

This issue was reviewed by Alexander Grant, Certified Public Accountants, who concluded that it was not clear as to which

method of calculating salaries was correct.

Under the current method used at STCC (new annual salary divided by 52 weeks) it is true that one individual was paid through the summer of 1976, although he did not actually work, however, his total compensation did not exceed his total annual salary.

F) Excessive Unpaid Bills

Allegation: The College had accumulated an excessive number of unpaid bills.

Finding:

1) There was no evidence of excessive unpaid bills at STCC.

Analysis:

The Business Manager and other personnel in the Business Office, who were interviewed by PAB staff, indicated that there was a period during which they were behind in bill payments because the accounts payable clerk was temporarily transferred to other duties for a number of weeks. However, since that time there has been no serious problem.

According to the allegation, one of the largest sums owed was to Standard Register. The bookkeeper acknowledged that this bill was unpaid but she explained that this obligation was for a STCC computer service (MBRCC Instructional Assessment System) rendered for the entire community college system.

Each college was assessed its appropriate share of the cost

of the service amounting to a total of \$33,064.38. The book-keeper indicated that STCC has received payments of \$18,188.16 to date and that Standard Register will be paid as soon as the College is in receipt of the unpaid balance. The amount owed to Standard Register is approximately \$4,900.

Editor's Note: Since the completion of this audit, the College has paid this outstanding balance of \$4,900.

G) Veterans' Administration Report Fees

Allegation: Veterans Administration report fees have been deposited directly into the STCC Computer Trust Fund.

Finding:

- 1) At the President's direction and with the approval of the MBRCC, funds have been diverted from the General Fund into the Computer Trust Fund for expenditure by the College.

Analysis:

In February, 1977, STCC received two checks from the Veterans Administration in the amounts of \$8,902.00 and \$385.00 which represent an annual \$5.00 reporting fee for each veteran in training at the College during 1976. The President, through the Dean of Administration, directed these funds be deposited in the Computer Trust Fund which were then available to the College for expenditure without appropriation. The President requested and received both verbal and written approval from the MBRCC to retain these funds for the Computer Trust Fund.

The Comptroller's Division has established a receipt account to the General Fund to which the V.A. Education Report Fee has always been deposited by this College. This is evidenced by the last three years deposits which are as follows:

April 1, 1974	\$ 2,813.00
April 1, 1975	4,856.00
March 24, 1976	10,268.00

The Accounting Manual issued by the Comptroller's Division states that; "All money received on account of the Commonwealth from any source whatsoever shall be paid into the Treasury thereof."

The Dean of Administration stated that the rationale for this transaction was the use of a computerized attendance verification system for veterans which was instituted during this period. He could not detail expenses of the computer trust attributable to this system, nor was he aware that the MBRCC approved this transaction. At the hearing of December 19, 1977, the Subcommittee requested that the College document its justification for its use of the computer equipment and staff to monitor veterans attendance. Detailed documents of time and expense were submitted to PAB by the President on December 23, 1977. Prior to this on November 17, 1977, PAB had requested an opinion of the Comptroller of the Commonwealth as to whether or not these funds represent income received on account of the Commonwealth.

The Comptroller replied on November 28, 1977, that;

it was my opinion that these were funds received 'on account of the Commonwealth' in reimbursement of record keeping services provided by the school at the request of and for the benefit of the Veterans Administration and, therefore, should be deposited with the state treasurer. ...

if the school could prove that the processing of records for the Veterans Administration was done with non-appropriated trust funds, then the reimbursement could be transferred to that trust fund after first having been deposited with the state treasurer. If, on the other hand, the work was done with appropriated funds, then the reimbursement must remain in the general fund.

The President of the MBRCC sent this opinion of the Comptroller to all community college presidents on December 1, 1977, and requested that it be strictly observed. On February 23, 1978, he issued a more specific directive in which he cited agreement between the Comptroller and the State Auditor

that all funds that come in from the Veterans reimbursement account must go into one of the two accounts in the Treasurer's office.

If personnel used to keep Veterans' attendance and other records are paid from state funds, this reimbursement should be sent to the State Treasury as miscellaneous income.

If justification can be made that personnel used in this work were indeed paid from trust funds or Division of Continuing Education funds, these funds should be paid to the federal grant account and justification prepared for the return of these funds to the account from which these personnel were paid. For a clear audit trail, these funds must be deposited to the fund from which personnel were paid to do this work

H) Computer Purchase

Allegation: STCC has an idle computer which has cost the College

\$15,000 per month since February, 1977 with no prospect of becoming operational until mid-summer.

Finding:

1) The Allegation which was made in April, 1977, is not accurate.

The College has not paid any rental or maintenance fees for the time period between February, 1977 and April, 1977.

Analysis:

Univac began delivery of the computer hardware in March, 1977. However, actual installation of the units at the computer center was delayed because of the need to construct a special floor and install air conditioning in the computer room. Installation of the new computer began in June, 1977 and it became operational in late August, 1977.

Univac had submitted no bills for either maintenance or rental during the time frame noted in the allegation (Feb.-April, 1977) and STCC had made no payments to Univac for the new machine during that period.

The only bill the college has paid for the new computer to date was for the July 1, 1977 to July 31, 1977 maintenance charge of \$5,298.00. This was the first billing from Univac for the new computer.

Univac has submitted subsequent bills as follows: -

1.	July rental	\$ 12,888.00
2.	August rental & maintenance	16,438.00
3.	September rental & maintenance	<u>15,859.00</u>
	TOTAL:	\$ <u>45,185.00</u>

Both the Dean of Administration and the Director of the Computer Center have stated that these bills have not been paid because discussions with Univac are continuing and indications are that some downward adjustments maybe made on the maintenance costs including the cost of maintenance for July, 1977, which has been paid. Discussions are currently being held with Univac to determine the specific amount of the adjustment and the rental fee as of March 1978.

III. CONTINUING EDUCATION

The Legislature has authorized the conduct of summer sessions and evening classes at the several community colleges, provided that the same are operated at no expense to the Commonwealth.

Evening classes and summer sessions are conducted at STCC under a program entitled "Continuing Education." Students attending pay fees established by the College within guidelines promulgated by the MBRCC. There are no state funds appropriated for this program.

ALLEGATION: Continuing Education funds were used to support the day operations of the college as well as to subsidize trust funds and federal grants.

Findings:

1) There is no cost-accounting of the Continuing Education Program.

The effects of this are as follows:

- a) The fee system as established, provides for the Continuing Education Program to operate at a profit.
- b) Surplus Continuing Education funds do not go into the General Fund but are available to the President of the College for expenditure without appropriation.
- c) Continuing Education funds have been used to compensate Day Division personnel who perform services for the Continuing Education Program.
- d) The Continuing Education accounts have been used to subsidize both trust funds and federal grants at the College.

e) There are no guidelines established by either the MBRCC or the College as to what day school costs are to be paid out of Continuing Education funds.

2) During Fiscal Year 1976, an amount of \$511,451.64, or 31.3 percent of the total expenditure from Continuing Education Funds were used to support day school operations.

Analysis:

Continuing Education funds have been expended in instances that raise questions of propriety. Personnel working for the day division and having no connection with the Continuing Education Program have been compensated with Continuing Education funds. In effect, the Continuing Education accounts have been used to subsidize the state salary account (01) when in a deficit condition. This has been accomplished by the President, with the approval of the MBRCC, by giving personnel in administrative positions a leave of absence without pay from their 01 positions while simultaneously placing them on a Continuing Education payroll.

In other cases, Continuing Education funds have been used to subsidize both trust accounts and federal grants which were low in funding. In these cases, there is no procedure to insure that the Continuing Education account will be reimbursed when funds become available.

In its reply to the Post Audit Quinsigamond Report (July 1976)

the MBRCC stated:

While no precise cost accounting system has been utilized on an ongoing basis, rough determinations have been made over the years to establish the approximate cost of the Continuing Education Program. The board acknowledges that a precise and ongoing cost accounting system should be established in this area. It is the board's intention to establish a formula to apportion costs incurred by the Continuing Education Divisions. The board is satisfied that the Continuing Education Program has operated at no cost to the Commonwealth.

IV. FEDERAL GRANTS ADMINISTRATION

In its review of management practices at Springfield Technical Community College, PAB investigated allegations made with respect to the administration of certain individual Federal grants. This led to examination of the colleges' administrative policies with respect to all grants. The results of these inquiries are as follows:

A) Title VI A Grant

Allegation: The sum of \$40,000 received by the College under a Fiscal Year 1977 Title VI grant from the Federal Government was not utilized and had to be returned to Washington because the College had purchased no equipment which would qualify as the required cost sharing portion within the designated time period. This grant could have been matched if the President had submitted equipment orders earlier than the end of the Fiscal Year.

Finding:

- 1) According to the Completion Report submitted on September 28, 1977, total eligible project costs for Categories I and II, incurred as of June 30, 1977, were \$47,464.86. Of this amount, \$18,798.70 represents federal funds, the remainder (\$28,666.16) being the state match.

Analysis:

The President of the College did not request \$20,000 of the

\$40,000 federal funds awarded for this grant before June 30, 1977. He recognized that with better coordination between the Office of the Dean of Administration and the Grants Coordinator the loss of these funds may have been avoided.

B) Diversion of Federal Grant Monies through Continuing Education

Allegation: Federal grant monies have been diverted through Continuing Education accounts in order to avoid overhead charges.

Finding:

1) This allegation was examined by an independent public accounting firm retained by the MBRCC and found to lack substance. There have been instances when funds have been advanced from the Continuing Education Account to the grant account and the Continuing Education Account has been subsequently reimbursed. This was necessitated by a cash flow delay in transferring federal funds to the College.

C) Special Services for Disadvantaged Students and Veterans Cost of Instruction

Allegation: The President misused federal monies provided for a program of Special Services for Disadvantaged Students and for the Veterans Cost of Instruction Program.

Finding:

1) These federal programs were audited by the Department of Health, Education and Welfare (HEW). It is HEW's opinion that the funds were not made available for this year because of a cutback in the amount of funds allocated to this region

(HEW Region One) and because of higher priorities. With respect to the second program, HEW officials were apprehensive that program goals were not being met last year and threatened reductions. This program is intended to provide counseling, special tutoring and related academic support to veterans. The College has instituted changes acceptable to HEW and continues to receive money from the federal government for this program.

APPENDICES

SPRINGFIELD TECHNICAL COMMUNITY COLLEGEANALYSIS OF REASONS FOR ATTRITION
FISCAL YEARS 1975, 1976, 1977

	<u>1975</u>	<u>1976</u>	<u>1977</u>
<u>Faculty Resignations</u>			
Personal Advancement	2	4	2
Resignation Requested	0	2	0
Personal Reasons	3	5	2
No Reason Given	<u>2</u>	<u>0</u>	<u>0</u>
	7	11	4
<u>Administrator's Resignations</u>			
Personal Advancement	2	0	3
Resignation Requested	1	0	0
Personal Reasons	<u>1</u>	<u>2</u>	<u>2</u>
	4	2	5
<u>Non-Reappointments*</u>			
Faculty	0	11	4
Administrators	<u>0</u>	<u>3</u>	<u>2</u>
	0	14	6
<u>Retirement</u>			
Faculty	1	3	1
Administrators	<u>1</u>	<u>0</u>	<u>2</u>
	2	3	3
<u>Summary</u>			
Resignations	11	13	9
Non-Reappointments	0	14	6
Retirement	<u>2</u>	<u>3</u>	<u>3</u>
	<u>13</u>	<u>30</u>	<u>18</u>

*
Due to insufficient budget and/or enrollment

ATTRITION RATE

<u>COLLEGE</u>		<u>FY '75</u>	<u>FY '76</u>	<u>FY '77</u>
Berkshire	Professional	9.8	7.6	7.1
	Classified	11.3	9.8	7.9
Bristol	Professional	10.1	8.3	7.0
	Classified	10.9	8.8	8.0
Bunker Hill	Professional	9.6	7.6	6.7
	Classified	10.3	9.3	7.4
Cape Cod	Professional	9.6	8.0	6.6
	Classified	10.1	8.4	7.0
Greenfield	Professional	10.5	7.2	7.9
	Classified	9.7	7.9	8.6
Holyoke	Professional	9.6	8.5	7.4
	Classified	10.3	9.2	8.1
Mass. Bay	Professional	9.5	7.0	7.0
	Classified	10.2	7.7	7.7
Massasoit	Professional	7.8	7.5	6.7
	Classified	8.4	8.1	7.3
Middlesex	Professional	10.2	8.2	7.9
	Classified	10.5	8.4	8.1
Mt. Wachusett	Professional	8.5	6.6	7.5
	Classified	9.0	7.1	8.0
*North Shore	Professional	12.0	7.9	7.4
	Classified	11.5	8.5	8.0
Northern Essex	Professional	8.7	8.1	7.8
	Classified	9.0	8.4	8.1
*Quinsigamond	Professional	12.4	8.4	8.4
	Classified	11.5	9.0	9.0
Roxbury	Professional	14.2	11.7	11.4
	Classified	14.5	12.0	11.7
Springfield	Professional	7.0	14.6	4.5
Tech.	Classified	11.0	6.5	8.9

*Colleges which laid off professional employees due to fiscal reasons.

ANSWERS TO QUESTIONNAIRES RE: STCC GRADUATES

In order to assess the performance of STCC graduates, questionnaires were sent to one hundred and forty businesses which could hire graduates with the skill training provided at Springfield Technical Community College. Fifty eight employers answered the questionnaire or forty one percent of the number of employers contacted. Of these, thirty seven indicated that they had hired STCC graduates in 1975, 1976 and 1977. A summary of selected questions follow.

1. How many graduates of Springfield Tech. Community College have you hired in the past three years?

	<u>Businesses</u>	<u>Hospitals</u>
1975	43	29
1976	42	37
1977	<u>36</u>	<u>34</u>
	121	100

TOTAL: 221

2. What positions at your company have been filled by these graduates?

Businesses

Qual. Assurance Inspec.
Drill Press to Floor Inspec.
to Asst. Foreman
Field Svs. Techs. - X Ray
Utility Person-Printing
Indus. Eng. Aid
Communications Tech.
Engr. Techncs.
Serv. Techncs.
Sales Engr.
Boiler Lab Tech.
Boiler Oper. Tech.
Lab Techncs.
Multilith Oper.
Mental Health Asst. I
Mental Health Asst. III

Secretary
Tech. Rep.
Draftsman
Data Process
Technical Work
Coordinator
Test Technician
Volume Technical
Electronic Techncs.
Mail Processing Equip.
Mechanics
Environmental Techncs.
Landscape Foreman
Computer Operator
Jr. Application Engr.
Burner Service Trainee

Oil Burner Svs.
Air Conditioning
Plant Techncs.
Measurement
Techncs.
Electronic
Techncs.
Sr. Repairmen
Design
Field Engr.
Clerical
Engineering

Hospitals

Registered	E.K.G. Technncns.	Staff Respiratory
Staff Nurses	Med. Lab. Technncs.	Technncns.
Graduate Nurse	O.R. Technicians	Physical Therapy
Charge Nurse	X Ray Technicians	Assts.
Utilization Review	Lab Technician	Medical Assts.
Nurse	Record Room Technncn.	Medical Trans-
Respiratory Therapists	Respiratory Therapy	cribers
Staff Respiratory Therapist	Technncn.	General Office
		Medical Sec.

3. How would you rate the entry level skills of STCC graduates?

Of those employers which responded, 56 percent rated entry level skills as above average and 44 percent rated entry level skills as average. No unsatisfactory ratings were received.

4. How do you regard the contribution of STCC to the Springfield Community?

"We consider STCC as an excellent source of talent for the heating industry."

"Excellent - continues to raise the cultural, educational and business standards of the community."

"Excellent institution providing relevant tech education to citizens with direct benefits to local industrial market."

"It think it gives graduates and undergraduates a good opportunity to broaden their knowledge as well as an opportunity to earn while they learn."

"With the exceptions of the secretarial and x-ray technicians curriculum, I suspect the quality of the education offered at STCC limits the value of STCC's potential contribution to the community."

"I think it makes a strong contribution. It offers an excellent education at the Associate level. Our experience has been mainly with technical graduates. In our interviews, we have been able to hire persons with a strong "work ethic" as well as ability. We are able to promote them with assurance as opportunities allow."

Do you have any other comments?

"We heartily recommend continued support of the Heat/Power/Air Conditioning Technology Course."

"We have a number of employees attending STCC through the company's financial aid program for continuing education."

"If STCC would modify its Electronic Program to offer a computer option, it would allow its students to receive a greater degree of knowledge of the computer industry to allow them to qualify as a technician with any Computer Company, allow the students to grow more rapidly in the technician field, and become a greater resource for all Computer Industries to draw from."

"We are still interested in receiving applicants in an nursing capacity, mental health techs., Secretarial or any other relative field."

"Again I have found the STCC graduates we have hired to have a strong desire to earn their way. We are eager to accommodate this attitude."

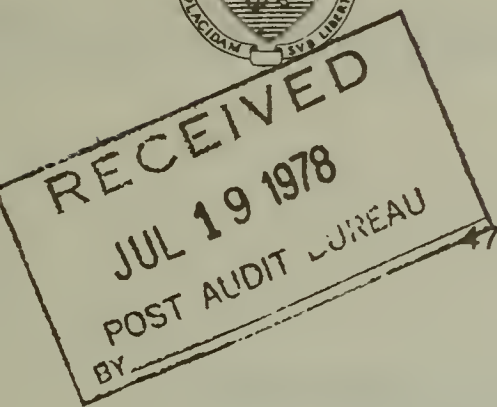
"Keep up the good work. Please don't dilute the program by addition of non-essential courses. Keep up industry involvement."

AGENCY RESPONSE



The Commonwealth of Massachusetts

Board of Regional Community Colleges



470 ATLANTIC AVENUE • BOSTON, MASSACHUSETTS 02110 • TEL: (617) 727-1260

July 17, 1978

Mr. Richard F. Tobin, Jr.
Acting Director
Post Audit and Oversight Bureau
State House
Boston, Massachusetts 02133

Dear Mr. Tobin:

On July 14 I received your letter enclosing five draft copies of the report Management Review: Springfield Technical Community College. I have reviewed the information contained in this report, and I do not want to submit a written response to the material.

I have sent a copy of this report to the president of the college and asked him to review it from his vantage point and report to me any response which he may wish to make by July 20.

Sincerely yours,

A handwritten signature in dark ink, appearing to read "Jules O. Pagano".

Jules O. Pagano
President

bdc



SPRINGFIELD
TECHNICAL
COMMUNITY
COLLEGE

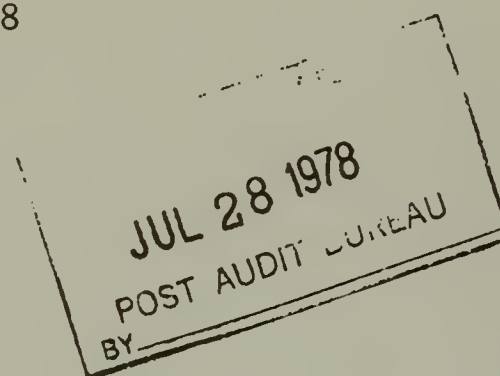
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CC

Armory Square, Springfield, Massachusetts 01105 Telephone (413) 781-6470

A MASSACHUSETTS REGIONAL COMMUNITY COLLEGE
ST-78-4448

July 27, 1978

Committee on Post Audit and Oversight
Post Audit and Oversight Bureau
The General Court of Massachusetts
State House
Boston, Massachusetts 02133



Attention: Mr. Michael Delvecchio

Dear Mike:

My response to the management review of Springfield Technical Community College, PAB 3-6-78, is as follows:

"I would like to compliment the Committee and its staff on their professionalism and the fairness of their investigation. In most instances, I found substantial agreement on management philosophy between myself and the Committee staff and welcomed their suggestions and assistance in instituting improvements in administrative procedures.

I am pleased that the Committee found most of the allegations to have no basis in fact. The findings that we husbanded and reallocated funds internally to keep the institution running during a period of fiscal austerity is taken as a compliment."

Sincerely,

Robert C. Geitz
President

RCG:gsh

cc: Pres. Jules O. Pagano, MBRCC

